



ContactCentre

SPECIALISTS

A major high street bank had a directive from the European Financial Commission to divest parts of its business to the public market. A significant element of this was its insurance division which was the largest insurance group in the UK who relied solely on its parent for the delivery of all technology services.

They required an independent and technology agnostic company to provide a strategy and a series of recommendations for Contact Centre and back office telephony, Unified Communication and network services. This strategy and proposed solution had to ensure complete separation from the bank and its business to become a standalone organisation.

On completion and subsequent acceptance of the strategy, a team were commissioned to:

- Capture all business and technology functional and non-functional requirements
- Produce a robust RFP with associated documents
- Run the tender process
- Select suppliers and negotiate contracts
- Design the final state architecture with the supplier and implementation of the infrastructure
- Manage the end-to-end operational service delivery including the migration of over 12,000 users whilst positively impacting operational performance and the customer journey

Case Studies

Approach

The initial senior team worked with the senior insurance team members to ensure the business strategy was clear and could be aligned to a technology road map. As the bank had recently outsourced all of its IT services to one of the big five consultancy firms, an initial validation as to whether this was a viable option (commercially and strategically) or whether a competitive supplier RFP process should be undertaken.

In parallel, the team worked with the business in order to produce a detailed set of business functional requirements which developed into detailed business requirements. The business relied heavily on the extensive market knowledge of telephony, Contact Centres and networks to ensure that not only could a solution support current operating models but also ensure that any solution would be future proofed for the next 5 to 7 years.

The result from the above activities was to go to market leading suppliers with a formal RFP for Contact Centre applications and technologies, Back Office Telephony and Unified communications and an MPLS network which was based on a utility managed service pricing model.

Key new team members were brought into the project to facilitate the technology architecture and design and the production of both high and low-level designs. The implementation included 8,000 Contact Centre seats and 5,500 back office IP Telephony users spanning 40 UK and international locations.

The RFP process ensured that suppliers would deliver a modern SIP architecture which had all the flexibility to change business service deliveries in minutes rather than days and more importantly, could be changed based on end customer demands. The key business focus was to have a virtualised operational environment across claims, sales and service, which matched the customer to the best skilled agent, ensuring 1st call resolution and thus increasing customer satisfaction. In addition, a 360° view of the customer was required to ensure the business had full and concise knowledge of the customer and their experience when dealing with any transaction.

The business team leads worked with key business stakeholders over a 6-month period ensuring detailed Business Specifications Documents (BSD) were captured for each element of the end-to-end solution. To support simplified configuration of the solution and a migration plan that required multiple migrations, structured Migration Specification Documents (MSD) were developed which would then be utilised by business as usual to support change and awareness.

The testing team, based on past experience, developed SIT, functional, load and stress, resilience and user acceptance tests with the load and stress testing being conducted to support up to 90,000 Busy Hour Call Completions to ensure carrier grade service delivery and future proof the solution for any future mergers or acquisitions of other businesses.

The team, with the introduction of experienced programme and project managers, were key in the successful migration of 5,500 users on to the back-office solution across 25+ locations in just a 3-month period and the migration of 8,000 Contact Centre agent seats which completed in June 2014.

Results

- Detailed Functional and Non-Functional requirements covering
 - Telephone Numbering
 - IVR and Call Routing
 - Workforce Management
 - Management Information
 - Customer Feedback
 - Call Recording and Quality Monitoring
 - Outbound Dialler
 - Call Back Assist
- A comprehensive £23 million-pound business case
- RFP and Vendor selection
 - The creation of the RFP and support.
 - Q&A process.
 - Evaluation of the RFP responses.
 - Creation of an RFP evaluation matrix.
 - Production of detailed architectural diagrams.
 - Major contributor in the vendor selection process.
- The design of a high availability and resilient solution to support no loss of business delivery.
- The development, documentation and sign off of the component level Business Specifications Documents and Migration Specification Documents
- Functional and Non-Functional testing followed by User Acceptance Testing
- A complex migration of 8,000 Agents and 5,500 back office users across 40+ locations across a number of migration events including all associated training

This project was one of the most challenging yet rewarding for the team and utilised technology deliveries from Avaya, IP Integrations, BT and Vodafone.

CCS provides consultancy services in many areas:

- Business Strategy and Transformation
- Operational and Technology Analysis/Audits
- Design, RFP and Procurement Services
- Programme and Project Management
- Business Architecture and Analysis
- Telephony, IVR and Queues
- UX & CS Design
- Operational Design & Support
- Service Design & Delivery
- Testing
- Training



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